



EUROPEAN LABOUR AUTHORITY

Communication and Dissemination Plan

Laying the foundations for ELA's
strategic communications

ELA/MB/2020/055

Contents

1.0	Executive summary	5
2.0	Introduction	6
3.0	ELA's organisational and communications priorities	6
3.1	ELA's mission statement	6
3.2	Why a communication plan?	7
4.0	Communication vision: areas of focus	9
4.1	ELA corporate communications	9
4.2	EURES communications	9
5.0	Communication objectives	11
6.0	Communication planning	13
7.0	Communications in the European labour market policy environment	13
7.1	SWOT analysis	15
7.2	Target audience segmentation and targeting	18
7.3	Strategy	20
7.4	Main messages	23
8.0	Channels and tools	25
8.1	Website	25
8.2	Social media	26
8.3	Video	28
8.4	Publications	28
8.5	Events and meetings	28
8.6	Press and media relations	28
8.7	Channels summary	29
9.0	Evaluation	30

10.0 Conclusion: ELA's communication priorities for 2021-2023.....30

11.0 Annexes.....32

11.1 Annex 1: Analysis of labour market policy environment32

11.2 Annex 2: Target group segmentation36

11.3 Annex 3: Audience insights39

11.4 Annex 4: Audience journeys41

Figure

Figure 1: ELA communications workflow.....	7
Figure 2: Extract from EURES communication strategy 2015-2020, p. 12	9
Figure 3: Defining ELA's communications objectives	10
Figure 4: Framework for understanding options for interacting with stakeholders	12
Figure 5: SWOT analysis	13
Figure 6: Audience targetting.....	15
Figure 9: Priority audiences	17
Figure 10: Message house	20
Figure 11: Channels matrix.....	25

1.0 Executive summary

The purpose of this communication and dissemination plan is to ensure that the entire European Labour Authority (ELA) can use communication as a useful tool to achieve its mission. That mission is to ensure fair labour mobility across the European Union (EU) and assist Member States and the European Commission in the coordination of social security systems within the Union.

Based on ELA's objectives as an organisation, this plan defines a series of communications objectives. These are as follows:

1. Increase and improve access to information – primarily through an improved website and collaboration with multipliers.
2. Build relationships with stakeholders and identified target groups.
3. Improve the visibility of ELA and its work.

The target group analysis concludes that there are two categories of target audience: the multiplier audience and the ultimate audience. In the case of the multiplier audience, the primary audience comprises national and regional authorities and social partners at European, national and sectoral level, while the secondary audience is made up of other expert audiences (e.g. international organisations, academia and think tanks). The ultimate audience consists of employers and mobile and cross-border workers, including e.g. frontier, posted, seasonal and other mobile workers in various sectors as well as third-country nationals under relevant rules of intra-EU mobility.

This plan proposes a differentiated strategy to engage with the target groups in line with the objectives, as follows:

1. Develop and disseminate clear and easily integrated communications content about labour mobility to help workers and employers understand their rights and obligations.
2. Connect and build relationships with and between Member States and stakeholders to facilitate cooperation and mediation about labour mobility and enhance opportunities to support, mediate and facilitate where needed.

The overarching message of ELA's communication is: *'ELA supports Member States to ensure that workers and employers understand EU rules on labour mobility and authorities can enforce those rules effectively and fairly.'*

Finally, the plan sets out the channels available to ELA and proposes a set of priorities to focus on in line with the strategy.

2.0 Introduction

ELA is a new decentralised agency of the EU. The major communications challenge for ELA at the moment is to lay the foundations of its strategic communications approach for the future.

The objective of this plan is to develop a strategic, integrated external communications effort to support ELA staff to deliver success in line with the Authority's core priorities and activities. The plan will be implemented by promoting policies, successes and EU added value in the field of labour mobility as well as raising awareness about challenges and how to address them to ensure fair labour mobility.

The present strategy will be valid from the approval date until 2023 and be updated on an annual basis to make sure it remains in line with developments and new trends in the communication sector as well as with the development of ELA.

3.0 ELA's organisational and communications priorities

3.1 ELA's mission statement¹

The European Labour Authority ('the Authority') is a Union (EU) body established by Regulation (EU) 2019/1149 of the European Parliament and of the Council, which entered into force on 31 July 2019.

The objectives of the Authority, as set out in Article 2 of Regulation (EU) 2019/1149, are to contribute to ensuring fair labour mobility across the Union and assist Member States and the Commission in the coordination of social security systems within the Union.

The Authority will improve cooperation and the effective application of EU rules in the labour market, by carrying out its tasks in full cooperation with the Union institutions and bodies and the Member States' public institutions and bodies as well as the citizens, individuals and employers, social partners and civil society, while avoiding any duplication of work and promoting synergy and complementarity.

The Authority will deliver the following essential tasks for a well-functioning European labour market:

- ▶ Facilitate access to information for individuals and employers on labour mobility, and coordinate EURES;
- ▶ Facilitate cooperation and the exchange of information between Member States with a view to the consistent, efficient and effective application and enforcement of relevant Union law;
- ▶ Coordinate and support concerted and joint inspections;
- ▶ Carry out analyses and risk assessment of issues of cross-border labour mobility;

¹ Information on ELA's value will be added here at a later stage, once it has been agreed on by the Management Board (foreseen over the course of 2021)

- ▶ Support Member States with capacity building regarding the effective application and enforcement of relevant Union law;
- ▶ Support Member States in tackling undeclared work;
- ▶ Mediate disputes between Member States on the application of relevant Union law.

This is consistent with the aim to further implement and develop the social dimension of the Union, and to promote social progress and a renewed upward social convergence through efforts at all levels aligning with the European Pillar of Social Rights jointly proclaimed by the European Parliament, the Council and the Commission in November 2017.

Ensuring fair labour mobility in Europe is central to delivering on the principles and rights of the European Pillar of Social Rights. Within its mandate, the European Labour Authority will do so by ensuring that workers' and individuals' rights to equal treatment and opportunities in the areas of labour mobility and social security coordination are enforced in cross-border situations. At the same time, ELA is committed to implement the UN Sustainable Development Goals in all its policies, especially referring to the 8th Goal aiming at ensuring decent work and inclusive and sustainable economic growth.

3.2 Why a communication plan?

The communication plan provides a direction for the corporate communication of ELA. It turns the Authority's mission into concrete and measurable communication goals, and ensures all colleagues are able to act on them. This plan also clarifies the relationships between audiences, messages, channels and activities.

This strategic document is a reference point not only for communications staff in ELA, but for all staff members. The organisation as a whole needs to understand the purpose of communication and contribute to it.

Good communication is vital to the operation of the Authority. The mission, vision and values of ELA, its objectives and direction of travel must be clearly understood by all staff and reflected in the communication strategy.

This communication strategy will show how effective communications can:

- ▶ help achieve the mission of ELA;
- ▶ demonstrate the success of ELA's work, make its actions visible, promote opportunities for Member States and social partners;
- ▶ engage effectively with stakeholders and the wider public;
- ▶ make sure citizens are aware of what ELA does and provide them with valuable content about their rights regarding labour mobility;
- ▶ develop positive public relations and reputation management;
- ▶ establish meaningful media relations;

- ▶ in the long run, establish ELA as valuable source of information on cross-border labour mobility in Europe.²

Figure 1: ELA communications workflow



² This can be done directly (via ELA's website) or indirectly (by contributing to existing platforms providing information such as the Single Digital Gateway, the EURES portal or the websites of national authorities).

4.0 Communication vision: areas of focus

4.1 ELA corporate communications

ELA's corporate communications will focus on the Authority's brand identity. This identity covers:

- ▶ ELA's policies;
- ▶ ELA's activities;
- ▶ ELA's working groups and their actions (e.g. the working group on information or working group on inspections);
- ▶ ELA's networks;
- ▶ the activities of the European Platform tackling undeclared work.

Communicating ELA's political priorities, activities and work effectively can help achieve the Authority's mandate. ELA can have a significant positive impact on the lives of EU citizens but strong communications are necessary to ensure this.

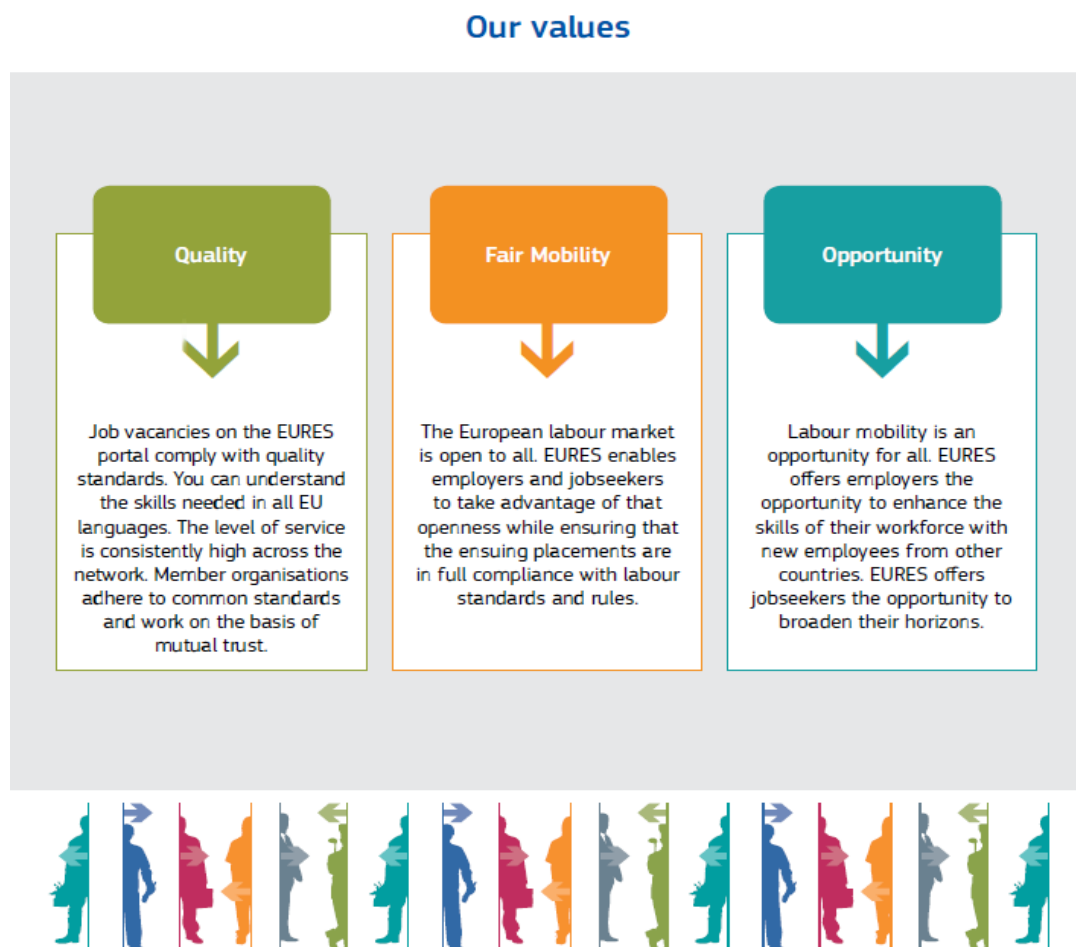
4.2 EURES communications

EURES will have special status and be treated as an independent brand belonging to ELA. EURES has existed since 1994 and has its own brand, visual identity and communication strategy. This will continue to be the case once EURES joins ELA in 2021. The evaluation of the EURES communication strategy for 2015-2020 will start in 2020. A new strategy will be developed for the period from 2021 onwards, taking into account the integration of the European Coordination Office in ELA.

'Fair mobility' is one of EURES' key brand values, as described in the EURES communication strategy for 2015-2020. This is precisely the 'raison d'être' of ELA, therefore there is significant room for mutual links between the communications strategies of ELA and EURES and connecting points for communication at all levels.

EURES' brand recognition currently exceeds that of ELA, which is the youngest of all the EU's decentralised agencies. EURES can be used to make ELA more widely known, as its services will be managed by the Authority and there are common interests for both audiences. The communications of ELA and EURES should reinforce each other.

Figure 2: Extract from EURES communication strategy 2015-2020, p. 12



5.0 Communication objectives

An effective communication strategy starts with determining clear communication objectives. Based on this, ELA staff can define possible activities to help achieve these aims.

Figure 3: Defining ELA's communications objectives

Organisational objectives	Change hoped for in target audience	Communications objectives
Facilitate access to information on rights and obligations regarding labour mobility across the Union	Target audience is able to find accurate information on labour mobility rights and obligations and how to enforce them, and knows ELA is a source of accurate information on EU labour market rights and obligations.	Increase access to information and awareness about rights and obligations: Generate a high demand from partners for ELA communications content about labour mobility, as well as on the benefits of declared work so that workers and employers have easy access to clear, correct, updated information and can understand their rights and obligations.
Facilitate and enhance cooperation between Member States in the enforcement of relevant EU law across the Union, including facilitating concerted and joint inspections	Member States build relationships with peers, including social partners, and actively cooperate with ELA on joint and concerted inspections.	Build relationships and communicate about them: Generate high-quality interactions between Member States when communicating about labour mobility to facilitate cooperation and mediation. Communicate ELA's added value when it comes to cooperation between national administrations across the EU to establish a fairer single market.
Mediate and facilitate a solution in cases of cross-border disputes between Member States	Member States see ELA as a trusted mediator and request its support with cross-border disputes.	
Support cooperation between Member States in tackling undeclared work	Member States build relationships with peers, including social partners, and cooperate actively with them and ELA to tackle undeclared work.	Promote recommendations and share good practice: Deliver clear communication on a high number of recommendations from expert target audiences to increase and enhance opportunities to

		support, mediate and facilitate.
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6.0 Communication planning

This communication plan will set the strategy for ELA's communications in the period 2020-2023.

When planning communications activities, ELA will set up annual plans that define more specific communication priorities, objectives, key performance indicators (KPIs) and operational tasks that link closely with ELA's Work Programme for that year.

For larger projects and activity areas, specific communication plans may be drafted.

7.0 Communications in the European labour market policy environment

ELA is a new actor in the European labour market policy environment and sits amongst a host of established stakeholders with established roles and relationships. ELA aims to function in synergy with these stakeholders, complementing their work rather than competing with it, creating synergies wherever possible.

ELA will benefit from learning from and connecting with these stakeholders. The Authority therefore needs to understand the options for how it can interact with these stakeholders. The following table proposes a framework for understanding options for interactions with these stakeholders to improve communications.³

³ A more detailed analysis has been carried out of labour market policy environment communications (see Annex 1), which can be used as a starting point before interacting with specific organisations.

Figure 4: Framework for understanding options for interacting with stakeholders

Relationship with ELA	Stakeholders	How ELA should interact with the stakeholders
Stakeholders and multipliers	EU bodies, national/regional/local authorities, international organisations in the field of labour mobility, social partners at European, national and sectoral level, civil society organisations representing/offering services to migrant workers in the EU, employment services, EURES network, vocational education and training (VET) providers, universities, internal ELA stakeholders	<ul style="list-style-type: none"> ▶ Learn from communications best practice to improve ELA's own communication activities. ▶ Where necessary, complement the work of stakeholders where there are gaps or possibilities for improvement. ▶ Collaborate where particularly impactful (e.g. improving content about labour mobility on national websites) and support to reach ultimate audiences (e.g. providing information, content and communications tools). ▶ Inform (keep them up to date with activities and results).
Sources of information on specific sectors or geographical areas	EU bodies, national/regional/local authorities, social partners at European, national and sectoral level, civil society organisations representing/offering services to migrant workers in the EU, academia and think tanks, internal ELA stakeholders.	Obtain information and content to increase ELA's expertise and improve quality of communications outputs, making sure that the activities and priorities of ELA meet the needs on the ground, reflecting current labour market trends and challenges.

7.1 SWOT analysis

ELA staff should be aware of strengths, weaknesses, opportunities and threats when developing communications activities.

Figure 5: SWOT analysis

Strengths	Weaknesses
<p>Building on ELA's strengths will allow the Authority's staff to commit resources efficiently to achieve a high impact, and to reinforce these strengths.</p> <ul style="list-style-type: none"> ▶ Clear cross-border mandate and meaningful messages to communicate. ▶ Strong EU-level policy expertise. ▶ Access to the target audience via ELA social media channels and possibility of using/collaborating with other channels that can work as multipliers (EURES, DG EMPL, other EU agencies under the remit of EMPL, DG COMM, social partners, national authorities, etc.). ▶ Working relationship with national authorities and social partners. ▶ EURES is an established and recognised brand. ▶ Sufficient budget for communication actions. ▶ National Liaison Officers will make communication with Member States and social partners easier, with positive effects on communication campaigns. ▶ Broad linguistic expertise. ▶ Existing tools/networks/platforms/committees can be used by ELA to make its initiatives known, e.g. the European Platform tackling undeclared work, the EURES network, the Euroguidance Network and the EUROPASS Network. 	<p>To address weaknesses, ELA staff will need to commit greater resources to deliver an impact.</p> <ul style="list-style-type: none"> ▶ ELA is a relative newcomer to the labour market policy environment and has less established networks than other stakeholders. ▶ Poor understanding of the EU and EU labour mobility as a whole amongst many EU citizens. ▶ ELA is currently unknown by the general public. ▶ No political visibility yet, hence restricted audience. ▶ ELA deals with complex/technical topics that are not always interesting or easy to understand for the public. ▶ Limited communication resources in terms of staff during the first phase.

Opportunities

ELA staff can choose to take advantage of opportunities when developing communications initiatives.

- ▶ New EU organisation – opportunity to make a good ‘first impression’ and to define role.
- ▶ Lack of EU-level knowledge about labour mobility amongst key stakeholders (a gap that ELA can fill).
- ▶ Citizen segment of the target audience is relevant (17 million people only for labour mobility) and likely to grow. ELA’s mission can add tangible benefits to their lives and prove the EU’s added value.
- ▶ Opportunity to expand online presence.
- ▶ Innovative and niche communication learnings can be gained from stakeholders.
- ▶ Wide range of stakeholders with established relationships with ultimate target audiences.
- ▶ ELA has a lot of interest from stakeholders and some Member States.
- ▶ Wide range of communication tools available.
- ▶ Opportunity to establish ELA as a success story for the EU in the long run: using fair and sustainable labour mobility as ammunition to fight Euroscepticism.
- ▶ Considering the situation surrounding coronavirus (COVID-19), the need for a fair labour market provides an opportunity for relevance and intervention. The pandemic not only exposed but exacerbated how vulnerable mobile and undeclared workers are, in particular in times of crises; cross-border workers’ activities were also severely interrupted due to the uncoordinated closures of borders.
- ▶ The COVID-19 pandemic was a lesson and showed how important clear, timely and coherent communication across countries can be.
- ▶ Possibility to see the enforcement of EU legislation make a difference in individual cases. Similarly, for inspections, leverage the narrative that the effective enforcement of fair regulations and declared work – and the resulting peace of mind – are the best answers to fears of insecurity.
- ▶ Constant need to monitor labour market developments, trends and challenges in order

Threats

ELA staff can make plans to defend against these threats to reduce possible harm when developing communications initiatives.

- ▶ Euroscepticism.
- ▶ Disinformation and misinformation regarding labour mobility.
- ▶ Criticism with regard to free movement of workers in reaction to cases of social dumping, abuse and negative side effects such as brain-drain.
- ▶ Inspections can be seen as an intrusion by the EU into national matters, and feed the Eurosceptic narrative that the EU ‘technocrats’ impose regulations that are too strict.
- ▶ There are a lot of expectations concerning ELA’s role and impact and living up to all of them may be challenging for a new organisation.
- ▶ Citizens’ and stakeholders’ expectations of ELA’s capacity to solve their individual cases.
- ▶ Risk of duplication of information across other EU sources and, similarly, of confusion between the role of ELA and other EMPL-related bodies.
- ▶ Reputational threats: ELA’s core business may be exposed to criticism (Euroscepticism and/or to reputational risks (e.g. cases of misconduct, conflict of interest, maladministration). Systemic crises (e.g. COVID-19 pandemic) can also present reputational risks if ELA fails to prove its added value and thus becomes irrelevant. A crisis communication template will be developed.

to ensure that communication is timely and of added value.

7.2 Target audience segmentation and targeting

A segmentation of the target audience is shown in Annex 2. ELA staff can use this to focus in on certain subsections of audiences. The below table suggests possible ideal targets to test who might respond particularly positively to communications.

Figure 6: Audience targeting

Audience category	Audiences	Examples of targets
Expert/professional level	National/regional/local authorities	Practitioners in labour ministries, inspectorates, chambers of commerce, regional bodies, etc.
	International organisations	Larger international organisations with high interest in cooperation at EU level, e.g. ILO and OECD.
	EU institutions and bodies	EU organisations aligned with key priorities or working in policy areas touching upon labour mobility (e.g. European Commission (DG EMPL, MOVE, GROW...)). Commission representations in Member States. Other EU agencies and bodies such as EUROPOL, EUROJUST, EU-OSHA, Eurofound, Cedefop, ETF, etc.
	Social partners	EU-level and national social partners, including sectorial ones, both at EU and national levels.
	Civil society organisations	Active EU or national organisations representing/offering services to migrant workers in the EU
	Employment services (private/public)	National and regional public sector employment services, in receiving and sending countries.
	EURES network	National and regional public sector employment services, in receiving and sending countries.

	University and VET providers	Mid-size universities and VET providers with international outlook.
	Academia and think tanks	Socially engaged academic institutions and think tanks with international outlook and strong research reputation.
Workers	EU mobile workers and their family members Including also third-country nationals under applicable rules on intra-EU mobility	EU cross-border and mobile workers such as frontier, posted, seasonal and other mobile workers in various sectors etc.
	Jobseekers looking for a job in another EU/EEA country Including also third-country nationals under applicable rules on intra-EU mobility	Jobseekers registered on the EURES portal, for example
	Undeclared workers Including also third-country national migrant workers	Recent and established EU mobile workers, with varying degrees of education and skills.
Employers	Employers interested in/need to hire talented workers from other Member States	SMEs which require mobile workers in regions and Member States sending and receiving high numbers of workers Multinationals in sectors with high demand for mobile workers
	Employers operating/employing across borders	SMEs which require mobile workers in regions and Member States sending and receiving high numbers of workers Multinationals in sectors with high demand for mobile workers

7.3 Strategy

Based on the analysis above, we recommend the following categorisation and prioritisation of target audiences:

Figure 8: Priority audiences

Audience type	Priority	Target audiences
Multiplier	Primary	National/regional authorities and EU social partners at European, national and sectoral level
	Secondary	All other expert audiences
Ultimate	Primary	EU mobile workers, jobseekers, and individuals, including also third-country nationals under applicable rules on intra-EU labour mobility.
		Employers who need to hire talented workers from other Member States

Multiplier audience (expert audiences)

Positioning and messaging

This audience should feel the benefit that ELA makes their work easier and improves their own capabilities, while also ensuring close involvement, consultation and cooperation in developing content, making sure the information is correct and representative. The key message should give the multiplier audience the impression of helpfulness, professionalism and fairness. For the primary multiplier audience, ELA should position itself as a key facilitator and partner – not duplicating their work, but rather empowering the audience by providing information, supporting, cooperating and facilitating. For the secondary multiplier audience, ELA can focus on providing information, rather than cooperating closely.

Communications activities

Increase access to information

To achieve this goal, ELA staff should focus on the production and distribution of communications content and tools that add value to the work done by multipliers. To add value, these communications outputs should provide expertise and include key elements that benefit the multiplier by saving time, simplifying processes and reducing effort, for example using formats and language that can be easily integrated into the multiplier's own channels. These activities may include producing communication toolkits, guidelines, factsheets, adaptable publications, web content, social media content, etc.

Build relationships

To achieve this goal, ELA staff should focus on the organisation of events. To add value for multipliers, these events should demonstrate ELA's expertise, vision and commitment to provide support, opportunities for decent work, inclusive growth and sustainable development, and opportunities to expand their networks. Typical events may include conferences, workshops, webinars, networking sessions, TED-like talks, etc.

Increase recommendations

To achieve this goal, ELA staff should focus on including organisations and individuals with whom they have working relationships in communications outputs and initiatives. To add value for multipliers, these activities should provide opportunities for multipliers to communicate their own priorities and extend their reach and networks. Typical activities may range from simple methods of soliciting feedback (e.g. at events or about communications outputs) to more extensive involvement (e.g. opportunities to provide thought leadership through guest blogs and vlogs, speaking at events, etc.).

Ultimate audience (mobile workers and employers)

Positioning and messaging

ELA should position itself as the authoritative messenger on EU-level labour mobility. This audience should feel the benefit of increasing their capacity to exert their rights. The key message should give the ultimate audience the impression of authority, fairness and clarity. For the workers, including individuals and jobseekers, the focus should be on empowering them to exert their rights through access to information. For employers, the focus should be on ensuring they can comply with their obligations without difficulty.

Communications activities

Increase access to information

To achieve this goal, the focus should be on carrying out activities and delivering communications outputs (directly or with support of multipliers) which motivate the ultimate audience to become aware of their rights and obligations, how to enforce them/comply with them, report abuses or change their actions. To add value to the ultimate audience, these activities and outputs should be accurate, simple and provide motivation. Typically, these will include production and dissemination of communications materials such as text content, infographics, videos and user tools, but may include public events, social media engagement and public relations.

ELA staff should focus on the production and dissemination of communications content and tools that add value to the work done by multipliers. To add value, these communications outputs should provide expertise and include key elements that benefit the multiplier by saving time, simplifying processes and reducing effort, for example using formats and language that can be easily integrated into the multiplier's own channels.

Summary of the strategy

The proposed strategy can be summarised as follows:

1. Develop and disseminate (via multipliers and directly) authoritative, clear and easily integrated communications content about labour mobility which is useful to help individual workers and employers understand their rights and obligations.
2. Connect and build relationships with and between Member States to facilitate cooperation and mediation about labour mobility.
3. Increase recommendations from expert target audiences in order to increase and enhance opportunities to support, mediate and facilitate.

7.4 Main messages

Figure 9: Message house

Based on the above strategy, we propose the following structure of messaging.



ELA's key messages

The key messages will have to be further segmented to specific audiences, campaigns or projects.

Story: ELA helps ensure that EU rules on labour mobility are enforced effectively and fairly across Europe.

Key messages:

1. ELA is here to ensure fair working conditions for mobile workers in the EU, wherever they come from and wherever they choose to work.
2. ELA and EURES: at your service for free and fair labour mobility in the EU.
3. For a fairer internal market: ELA encourages and improves cooperation between national authorities, social partners and other relevant actors.
4. ELA ensures that you know everything you need to when you move in the EU for work reasons.
5. One EU, one labour market, one set of fair rules. ELA promotes fair working conditions for cross-border workers.

Story: ELA makes it easier for citizens, jobseekers and employers to benefit from the internal market.

Key messages:

1. For mobile workers, EU cooperation knows no borders.
2. ELA is here to help workers and employers operate across EU Member States.
3. ELA supports EU mobile workers and employers recruiting employees from other EU countries.

Story: ELA helps EU Member States tackle undeclared work

Key messages:

1. The risks that come with undeclared work often hit the most vulnerable in our society the hardest. ELA supports EU Member States in putting an end to undeclared work and in facilitating the transition to declared work.
2. Undeclared work is a persistent challenge negatively affecting workers, employers and governments across Europe. ELA is working closely with EU Member States to tackle undeclared work.
3. Declaring work benefits employers and workers alike, and is in everyone's best interest. It helps maintaining a level playing field for businesses, and creates reputation of trustworthiness, which attracts good clients and talented workers. It ensures job security, social protection, the right to health and safety, holidays, sick pay, and pension contributions for workers.

8.0 Channels and tools

8.1 Website

The ELA website is a primary channel for the online communication of the Authority.

It is essential to identify users and their needs to ensure that information is tailored accordingly, so that users find what they are looking for quickly and are encouraged to return. Ensuring that the content is relevant, up to date and accessible is also key.

When ELA was launched in 2019, a basic static website was created and maintained for about a year. However, the process of launching a new website in a dynamic environment (Drupal) started in the spring of 2020 and an improved version of website should be ready towards the end of 2020. This process will be developed in stages, by gradually adding new sections and improving existing ones. In the course of 2021, ELA's website visual identity will also be revamped. The new website should reflect the content needs of the Authority and its users, as well as ELA's nature as an EU decentralised agency.

We continuously aim to:

- ▶ further develop the content and structure of ELA's website;
- ▶ use ELA's website as a strategic platform to inform about ELA's policies and activities;
- ▶ research and understand user needs to consequently adapt our online products;
- ▶ become one of the main online sources of information on labour mobility in the EU.

8.2 Social media

The importance of social media as interactive communication channels continues to increase.

Social media can be used to reach ELA's audience in a cost-efficient, engaging way. An active social media presence builds relationships with the audience. Social media posts provide opportunities for the public to find our web content, driving traffic to ELA's website. For these reasons, social media are a key part of ELA's communication plan.

ELA has invested in its social media presence since its launch. Twitter and LinkedIn were the first channels to be launched and should be the main focus of the Authority in terms of social media for the upcoming years.

LinkedIn

LinkedIn is the world's largest professional social media network. ELA's company page helps LinkedIn members learn about the Authority, its activities, campaigns and job opportunities. LinkedIn is a powerful tool when it comes to recruitment. ELA is a new agency that needs to hire talented workers, therefore LinkedIn is a key tool of its social media presence.

Besides promoting career opportunities, LinkedIn has also become a place to raise brand awareness by posting rich, interesting and compelling content with a more serious tone. For this reason, LinkedIn is a strategic part of ELA's social media mix, allowing the Authority to establish itself as a point of reference in the field of EU labour mobility, helping it get more visibility, presenting it as an attractive workplace and helping to look for talented employees. As a social media channel, it is ideal to raise awareness amongst employers about labour mobility policies, rights and obligations, and the benefits of declared work.

Twitter

Twitter is a microblogging system that allows users to send and receive short posts called tweets. Twitter is a remarkable channel that can be used to reach out to experts, journalists, policymakers, stakeholders, etc. On Twitter, the audience is more stakeholder oriented, but the multiplier effect is present. In this sense, Twitter can be key to helping ELA connect with influencers in the field that can then amplify the message and promote ELA's brand. Thanks to the use of hashtags, tweets can reach significantly beyond an account's followers.

Twitter is therefore a good channel to share ELA's expertise with the world and establish ourselves as a reference point for labour mobility in the EU.

Other social media channels

Social media presence only adds value if that presence is active. On social media, content is king, which means that having high-quality content to share (articles, videos, infographics, images, etc.) is an import pre-condition.

In the period 2021-22, ELA will evaluate the possibility of joining other social media channels (such as Facebook, or other platforms as the social media landscape evolves quickly) but this should be done when the Authority has enough content and capacity to keep all its social media channels relevant and up to date.

We continuously aim to:

- ▶ develop audiovisual products, infographics and interactive elements to increase our outreach on social media;
- ▶ keep growing ELA's social media following by posting regularly and on interesting topics;

- ▶ further involve ELA's employees (staff advocacy) to increase ELA's outreach on social media.

8.3 Video

Video helps to tell stories in a more immersive way. For this reason, it has become a key medium in any communication strategy. Most social media channels favour video content, which is another reason to give video prominence in ELA's communication plan.

Video can be an engaging way of communicating ELA's policies and activities to our target audiences and communicating our main messages in a short and simple way.

We continuously aim to:

- ▶ create interesting videos – at least two videos per year – to use on ELA's website and social media and at events.

8.4 Publications

Publications such as reports, guidelines, factsheets, papers, brochures and leaflets can be important tools for providing clear messages to targeted audiences. ELA will use these tools, with a particular focus on specific target groups, in order to seize opportunities to inform communities and stakeholders.

8.5 Events and meetings

Events are a powerful communication tool. From conferences aimed at a large target audience to smaller events such as workshops or seminars for niche audiences, events are key in any communication strategy. ELA will make the most of these occasions as communication opportunities.

ELA will explore opportunities to expand the reach of traditional events by making the most of digital solutions such as web streaming, webinars and online events.

We continuously aim to:

- ▶ organise an ELA flagship event every year;
- ▶ organise other smaller, tailored events such as thematic or sectoral workshops or seminars for specific target groups every year;
- ▶ make use of management board, stakeholder and working group meetings, which can also be important communication opportunities for more specific target audiences, such as national administrations, other EU institutions, social partners and stakeholders.

8.6 Press and media relations

The press – both national and EU level – are crucial for reaching decision makers, stakeholders and the public.

The Commission currently manages ELA's media relations; this is done in particular by DG EMPL (01) and DG COMM (SPP) in close collaboration with the Authority. This might be reviewed when ELA becomes financially autonomous from the Commission, even if the Commission still handles part of the press relations for some independent decentralised agencies.

8.7 Channels summary

We employ a variety of channels to communicate with our various target audiences.

The main communication channels relevant to each target audience are outlined below.

Figure 10: Channels matrix

Channel	Multiplier audience – Primary (national/regional authorities and social partners)	Multiplier audience – Secondary (other expert audiences)	Ultimate audience (mobile workers and employers)
ELA's website	•	•	•
LinkedIn	•	•	•
Twitter	•	•	•
Videos	•	•	•
Publications	•	•	•
Events and meetings	•	•	
Press and media relations	•	•	•

9.0 Evaluation

Measuring success is crucial in communication activities. Evaluation improves the effectiveness of communications and allows to take note of lessons learnt that can be applicable to future communication actions. Without evaluation, it is impossible to know if our strategy is generating the expected result. Communication objectives have to be SMART: Specific, Measurable, Achievable, Relevant and Time-bound.

‘Evaluation is an evidence-based judgment of the extent to which a communication action has been:

- ▶ effective and efficient;
- ▶ relevant, given the needs and its objectives;
- ▶ coherent both internally and with other EU policy interventions; and
- ▶ achieving EU added-value.’ (source: DG COMM)

ELA will use the Commission’s [Communication Network Indicators](#) and their [supporting guide](#) as a basis for evaluating the communication activities as a reference for the KPIs.

We will:

- ▶ set SMART communication goals for our communications activities and monitor our success in reaching these goals. The data collected will be used to improve future communication actions.

10.0 Conclusion: ELA’s communication priorities for 2021-2023

- ▶ **Establish effective collaborations with the communications counterparts of ELA’s stakeholders at sectorial, national and EU-level:** define and manage expectations, collect feedback and ideas, provide and source valuable content, ensuring transparency, involvement and shared ownership. Tools: mailing lists, ad hoc meetings (online or in person), collaborative spaces, provision of information via website, social media activities.
- ▶ **Become visible in a crowded EU arena:** define ELA’s role and added value in relation to other EU bodies in the same domain, establish a regular collaboration with Commissioner Schmit’s Cabinet, DG EMPL and the other EU agencies under the remit of DG EMPL. Collaborate with these actors when it comes to communication. Tools: social media, website, video, live and offline events, newsletters, collaborative spaces, communication campaigns.
- ▶ **Provide valuable information and promote the provision of information in the field of labour mobility in the EU:** ELA’s website is the primary tool for most of ELA’s communication actions. Since it is in its very early stage, designing a functional, appealing website will be a priority for 2020-2021. Given the website’s importance, a survey amongst ELA’s stakeholders will be run, in order to design a website that responds to their needs and expectations while reflecting ELA’s voice. This

will help ELA to avoid investing resources in creating content that will be hard to promote, maximise chances to drive as much traffic as possible, and involve our stakeholders from the start, thus initiating a fruitful collaboration. Tools: website, newsletters, communication campaigns meetings and events.

Working with other actors in the field of labour mobility will be key in making sure information on this topic is more widely accessible to ELA's main target audiences. The Your Europe portal, the single digital gateway, other EU services and national administrations will be essential partners in this mission.

11.0 Annexes

11.1 Annex 1: Analysis of labour market policy environment

Below we analyse the communications of key actors in the labour market policy environment.

Actor	What do they communicate about?	Who are their target audience?	What are their key channels?	What value do they provide to their audience?	Impact in the policy area	Interest in the policy area	Roles/relationships
Relevant EU bodies (e.g. Commission, Parliament and Council, Committee of the Regions)	EU policy and politics	Multiple audiences, from national authorities, stakeholders to EU citizens	National representations, Media and public relations, online, social media, events	Simple clear, understandable messages on policy and engagement with political body at EU level. Representation of EU citizens and MS.	Moderate	Variable	<ul style="list-style-type: none"> ▶ Communications best practice example ▶ Multipliers and ambassadors ▶ Sources of information ▶ Active voices in the discourse, influencing policy development
Relevant international organisations (e.g. ILO etc.)	International policy	National authorities and stakeholders, international	Public affairs, media relations, online and	Messages and engagement on policy at international	Moderate	Moderate	<ul style="list-style-type: none"> ▶ Communications best practice example ▶ Sources of

		general public	social media	level			information
National / regional / local authorities	National / regional / local policy	National citizens and residents, EU level bodies and stakeholders	Online (especially their websites), traditional media and public relations, social media, representations to EU,	Messages and engagement on policy at national / regional / local level	High	Variable (according to Member State)	<ul style="list-style-type: none"> ▶ Multipliers and ambassadors ▶ Sources of information
Social partners at European, national and sectoral levels	EU policy, business and labour policy, social policy and inclusion, collective bargaining	Policy and decision-makers at national and European level, affiliated workers and trade unions, employers' organisations, EU bodies, international bodies, general public in EU	Public affairs, social dialogue member engagement, media and public relations, online, social media, events, publications.	Organising and representing business and labour interests	Moderate	High	<ul style="list-style-type: none"> ▶ Communications best practice examples ▶ Identifying opportunities and challenges ▶ Sources of sector-specific and grass-root level information ▶ Multipliers and ambassadors ▶ Active voices in the discourse, influencing policy development
Civil society	Poverty,	EU bodies,	Public affairs,	Support to and	Low	Moderate	<ul style="list-style-type: none"> ▶ Sources of

organisations representing/offering services to migrant workers in the EU	migration, anti-discrimination, social inclusion policy and affairs	national bodies, stakeholders, migrants, general public in EU	beneficiary engagement, media and public relations, online, social media	voice of migrant workers			sector-specific information ► Multipliers and ambassadors ► Active voices in the discourse, influencing policy development
Employment services (private/public)	Information, guidance and advice on labour matters	Job seekers and workers	Face-to-face in information centres, online and social media	Provision of resources to enable job-searchers to find work	Low	High	► Multipliers and ambassadors
EURES Network	Support and information on labour matters	Workers and employers, including frontier workers and employers, members and partners	Online (including EURES in your country), EURES advisors, EURES portal, job days, social media	Facilitation of free movement	Moderate	High	► Multipliers and ambassadors
VET providers	Vocational Education and Training information and advice	VET learners and parents	Direct to learners and parents, social media	Provision of vocational education and training to learners	Low	High	► Multipliers and ambassadors

Academia and think tanks	Thinking on labour matters and policy development	National and EU bodies, policy makers, stakeholders, social partners, academia, general public	Media relations, public affairs, publications, online, social media	Development of academic thinking on and policy alternatives	Low	Variable	<ul style="list-style-type: none"> ▶ Sources of information ▶ Active voices in the discourse, influencing policy development
ELA internal stakeholders	European labour market policy	(see target groups section)	(see channels section)	(see ELA's mission statement)	Moderate	High	<ul style="list-style-type: none"> ▶ Sources of information ▶ Multipliers and ambassadors

11.2 Annex 2: Target group segmentation

Audience category	Audiences	Geographic segment	Behavioural segments	Demographic segments
Expert/ professional level	National/regional/local authorities (ministries, inspectorates, etc.)	Region within Europe, vicinity to borders/ports, urban/rural	Level of labour mobility in country, sending/receiving country	Country size, authority tier, department, function
	International organisations	Level of European coverage	Level of engagement with EU institutions	Size of organisation, function
	EU institutions	Local/national/EU/external representation	Engagement with ELA	Size of organisation, function
	Social partners	European and national level, including with sectoral levels	Engagement with ELA Type of activity in labour market environment Sectors represented or covered by collective agreements	Size of organisation, number of members represented, sectors represented, function
	Civil society organisations representing/offering services to migrant workers in the EU	Geographical coverage	Level of activity	Types of service provided
	Employment services (private/public)	Geographical coverage	Type of audience	Types of service provided, private/public

	EURES network	Geographical coverage	Type of audience, number of services provided	Types of service provided, private/public
	University and VET providers	Location	Teaching reputation	Number of students, number of international students, male-to-female ratio
	Academia and think tanks	Location	Research reputation, citations	Number of students
Workers	EU mobile workers (such as posted workers, cross-border workers, etc.) and their family members	Country of residence, country of origin	Employment/self-employment, cross-border worker, frontier workers, posted worker, seasonal workers economic integration, third-country national migrant workers, undeclared worker	Gender, education level, sector, age, occupation, length and type of contract, languages Number of workers in different categories of mobility
	Jobseekers looking for a job in another EU/EEA country	Country of residence, country of origin	Push factors/pull factors	Gender, education level, sector, age, occupation, languages
	Undeclared workers	Country of residence, country of origin	Language ability	Gender, education level, sector, age, occupation, residence status, family status, financial precarity, awareness of rights in host country
Employers	Employers interested in/needing to hire talented workers from other Member States	Employer location, vicinity to borders/ports	Need for cross-border workers, awareness of regulation in sector	Size of employer, sector

	Employers operating/employing across borders	Company location, vicinity to borders/ports	Need for cross-border workers, level of regulation in sector	Size of business, sector
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11.3 Annex 3: Audience insights

Audience category	Relevant channels	Motivating factors	Key communication needs insights
Expert/ professional level	<ul style="list-style-type: none"> ▶ ELA website ▶ Social media ▶ Newsletters ▶ Publications ▶ Events and meetings ▶ National liaison officers ▶ Word of mouth 	<ul style="list-style-type: none"> ▶ Meeting national objectives (e.g. reducing tax avoidance, unemployment) ▶ Alignment with policy goals ▶ National policy development ▶ Mutual learning ▶ Professional/expertise development ▶ Need for facilitation of joint inspections ▶ Need to overcome cross-border disputes 	<ul style="list-style-type: none"> ▶ Communication may convey assistance provided to experts in reaching their organisation's objectives ▶ Communication may convey that ELA can assist in overcoming particularly serious issues (e.g. cross-border disputes) ▶ Communication may help organisation gain recognition for good practices
Workers	<ul style="list-style-type: none"> ▶ Broadcast and print press ▶ Social media and online ▶ ELA website ▶ Newsletters ▶ National authorities ▶ Employers ▶ Trade unions and professional associations 	<ul style="list-style-type: none"> ▶ Financial security (e.g. can they claim social benefits if suddenly laid off) ▶ Employment security and safety, including fair working conditions and equal treatment ▶ Legal compliance (e.g. wish to move out of irregular work and gain protection from regular work) ▶ Self-esteem and respect from co-workers and employers 	<ul style="list-style-type: none"> ▶ Communication may raise awareness about individual rights and how to enforce them away from home, including how to report abuses. ▶ Communication may convey the financial benefits associated with compliance with worker obligations ▶ Communication may focus on the benefits, e.g. reduced anxiety from knowing and taking advantage of rights

	<ul style="list-style-type: none"> ▶ Employment agencies ▶ NGOs ▶ Community groups ▶ Career advisers ▶ Word of mouth 	<ul style="list-style-type: none"> ▶ Complexities with mobility issues 	<ul style="list-style-type: none"> ▶ Communication may focus on increased respect and self-respect from knowing compliance with worker obligations ▶ Communication may convey how ELA can assist with solving mobility issues and help remedy abuses ▶ Communication should be clear and in native language wherever possible
Employers	<ul style="list-style-type: none"> ▶ Broadcast and print press ▶ Trade press ▶ Social media and online ▶ ELA website ▶ Newsletters ▶ National authorities (e.g. tax authorities) ▶ Employers ▶ Business associations (chambers of commerce, employers' organisations) ▶ Other employers (especially within the same supply chain) ▶ Business events 	<ul style="list-style-type: none"> ▶ Financial security (e.g. ability to claim government relief) ▶ Legal compliance (e.g. wish to move out of non-compliance with obligations and reduce risk of penalties, etc.) ▶ Reputation and respect from clients, high-calibre candidates, customers and the public as a result of compliance ▶ Level playing-field and fair competition in the internal market. 	<ul style="list-style-type: none"> ▶ Communication may convey the financial and legal security benefits (e.g. reduced anxiety) associated with compliance with employment obligations ▶ Communication may convey reputational benefits as a result of compliance ▶ Communication should be clear and in native language wherever possible

11.4 Annex 4: Audience journeys

Further to the audience insights and motivating factors shown in Annex 3, the below table provides an analysis of possible audience journeys. Audience journeys help to identify the points at which different audience segments might interact with the campaign, or their touchpoints depending on the specific objective of a communications initiative.

Multiplier audience journey

Audience category	Topic area	Awareness	Consideration	Conversion	Relationship building	Advocacy
Expert/ professional level	Audience goal	N/A	Finding a solution to professional issues they are encountering with regard to the labour market	Take part in joint and concerted inspections without significant effort	Build contacts and develop best practices	Thought leadership, constructive criticism
	Potential touch point	Press, word of mouth (online and in person), professional tasks	Direct communication, word of mouth, social media, website, direct communication	Direct contact with ELA, events and meetings	Events, multilateral/bilateral cooperation	Social media, word of mouth, events
	ELA's goal	Increase awareness	Increase interest and engagement	Increase participants actively involved in ELA's activities / relying on ELA's support	Increase liking for ELA and repeat involvement year on year	Increase positive comments about ELA
	Relevant KPIs	Reach	Website traffic, distribution/downloads	Enquiries	Attendance at events, enquiries	Feedback and qualitative

			of resources, event participation		from previous participants	evaluation of experience
	Possible activities for ELA	Public relations	Optimise experience on website, content marketing, public relations, events and meetings, provision of high-quality communications tools and content	Advice, support, coordination, etc. for and engagement with target audience	Organisation of events and campaigns, provision of high-quality communications tools and content	Develop user-generated content, guest blogs and vlogs, speakers at events

Figure 8: Ultimate audience journey

Audience category	Topic area	Awareness	Consideration	Conversion	Relationship building	Advocacy
Workers	Audience goal	Awareness about their labour rights and how to enforce them, including in cases of abuse.	Gain information about personal labour market concerns/issues, rights and obligations (e.g. working undeclared)	Overcome personal labour market concerns/issues (e.g. working undeclared)	Gaining trust in ELA and the European Union.	Share feelings, wish to provide feedback on experience
	Potential touch point	Social media, press, word of mouth, employers, trade unions, employment agencies, non-governmental organisations (NGOs), events	Social media, press, events, online display ads, ELA website, search engines	Publication on ELA website, trade unions, national authorities, civil society organisations		Direct contact
	ELA's goal	Increase awareness about where to find information about the labour market	Increase understanding and engagement in workers' obligations and rights and ELA's work	Increase workers' motivation to exert their rights		Increase downstream awareness of ELA's added value
	Relevant KPIs	Impressions/reach	ELA website traffic,	Downloads of		Positive engagement

			social media engagement, enquiries	resources from website, feedback from stakeholders		on social media, competition submissions, quality of user-generated content
	Possible activities for ELA	Communication campaigns, social media, public relations	Communication campaigns, optimise experience on website, social media, content marketing, public relations, events and meetings	Communication campaigns, content marketing, events aimed at workers		Develop user-generated content (e.g. via competitions, videos)
Audience category	Topic area	Awareness	Consideration	Conversion	Relationship building	Advocacy
Employers	Audience goal	Reduce anxiety about compliance with EU labour market rules	Learn about how to comply with EU labour market rules	Take action to ensure compliance with labour market rules	Development of expertise in labour market area	Improve business/professional reputation for excellence in fair labour market practices, share feelings and experiences
	Potential touch point	Press, word of mouth (online and in person), social media			Newsletters, events	Social media, word of mouth, events

	ELA's goal	Increase awareness	Increase interest and engagement in employers' obligations	Increase motivation for compliance	Increase awareness of ELA's added value	Increase downstream awareness of ELA's added value
	Relevant KPIs	Reach, impressions	Click-through from adverts and organic posts, ELA website traffic, social media engagement, enquiries	Downloads of resources from website, feedback from national level stakeholders	Number of attendees at events	Quality and number of feedback and user-generated content, employer participants at an event
	Possible activities for ELA	Communication campaigns, social media, content marketing, public relations	Communication campaigns, optimise experience on website, social media, content marketing, public relations, events and meetings	Communication campaigns, content marketing, events aimed at employers	Organisation of events focused at employers	Develop user-generated content (e.g. via competitions, videos), influencer marketing (e.g. an ELA promoters group)

